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ABSTRACT

The progress report of the College and University Program covers activities from 1977 through 1980. The primary purpose of the organization is to assist higher education institutions in Japan and the United States in establishing one-to-one international exchange relationships. Program objectives during this period have focused on binational program development, formation of advisory committees in the two countries, implementation of conferences as vehicles for program development, and planning for future exchange in business education and administration. On-site institutional visits, 26 links between American and Japanese institutions, and cities involved in exchange programs are listed. Special programs are described. The first conference held, other conference representations, and future conference plans are outlined, and progress toward new exchange programs is noted. A directory of individuals in the organization is appended. (MSE)

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COLLEGE & UNIVERSITY PARTNERSHIP PROGRAM, INC.

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P R O G R E S S R E P O R T

1977-80

Founded in 1976 and chartered in 1977, the College and University Program functions through a Secretariat at Memphis, Tennessee and is administered by elected officers and directors residing in Tennessee. CUPP is incorporated as a charitable private organization with a tax exemption of the Internal Revenue Code, Section 501 (c) (3). The International House of Japan, Inc., is the Japan CUPP administrative agent.

The chartered purposes of CUPP are stated as follows:

1. To establish the College and University Partnership Program.
2. To establish programs of exchange of persons between citizens of the United States and foreign countries.
3. To initiate, develop and sustain activities of educational and cultural exchange between the United States and other nations.
4. To build bridges of international cooperation, understanding friendship and goodwill through cultural and educational projects for the overseas short term visitor and for foreign citizens engaged in educational programs in the United States.
5. To promote and develop the volunteer efforts of United States citizens in providing hospitality and other services for foreign visitors.
6. To assist higher education institutions in the United States and other nations in the establishment of partnership or sister educational exchange programs through a one-to-one relationship for the effective exchange of persons.

The primary purpose of CUPP is to establish programs of international exchange by assisting higher education institutions to develop educational and cultural partnership through one-to-one relationships. Fundamental to the CUPP concept is a plan to widen the scope of exchange activity between Japan and the United States by linking the lesser-known, grassroots institutions in smaller community settings. CUPP programs begin on the local level by involving private colleges and regional state universities hitherto

precluded from exchange participation, to enable them to initiate international emphasis. Tennessees Jim Sasser as a member of the CUPP Advisory Committee states: "I am particularly impressed with CUPP's efforts to bring together institutions in smaller communities for the development of educational and cultural programs. The benefits of such a program could have many far-reaching effects."

CUPP functions as a catalyst, communicator, and facilitator for institutions. CUPP is not a foundation or funding agency for scholarships or exchange projects. The chief role is to bring Japanese and American colleges at this time into the main stream of international education.

The Japan U.S. Friendship Commission has given strong support to CUPP for the development of affiliations or linkages between Japanese and American regional state schools and private colleges with an emphasis on undergraduate educational exchange. The Friendship Commission was established by an Act of Congress (P.L. 94-118) in 1975 to strengthen friendship and understanding between the Japanese and American peoples with a purpose defined as providing "aid to education and culture at the highest level in order to enhance reciprocal people-to-people understanding and to support the close friendship and mutuality of interests between the United States and Japan."

1977-80 PARTNERSHIP DEVELOPMENT

During 1977-80, CUPP planning has focused on the following program objectives:

I. Bi-national program development for partnership linking.

II. Formation of the American Advisory Committee and the CUPP Committee in Japan.

III. Implementation of Japan-U.S. conferences as vehicles for program development.

IV. Initiation of planning for future exchange in business education and administration.

I. Bi-National Program Development

Higher education surveys in both nations were completed in 1978 in which approximately 350 colleges and universities were identified as prospective partnership institutions. Survey questionnaires were sent to 1,305 schools in Japan and America. The International House of Japan, administrative agent for CUPP in Japan, published the Japan survey report in November 1978 and reported a strong response from 805 Japanese institutions included in the survey.

CUPP program development has been inplemented in three areas:

1.0 Identification of Participating Institutions
- 1.1 Institutional Data Gathering
- 1.2 On-site Visitation

2.0 Communication with Participating Institutions
- 2.1 Explanation of CUPP Purpose and Role
- 2.2 Orientation of Personnel Concerning Exchange Activities

3.0 Consultation on Program Development
- 3.1 On-site Visitation
- 3.2 Assistance with Administrative Tasks
- 3.3 Advice Concerning Program Content
- 3.4 CUPP Japan-U.S. Conference

The process of identifying prospective colleges and universities for partnership programs has been a sizable task involving extensive travel throughout Japan and the United States. Logistical support for travel alone has been a major budget expenditure involving on-site visitation to institutions for verifying interest in CUPP and initial commitments to the steps necessary for partnership agreements.

In the period of 1977-80, on-site visitation by CUPP staff personnel was completed at the following Japanese institutions:

Hokkaido	City
Hokkaido Education University	Sapporo
Hokkaido Education University	Asahigawa
Asahigawa Medical College	Asahigawa
Hokusei University	Sapporo
Otaru Junior College	Otaru
Otaru University of Commerce	Otaru
Musashi Women's College	Sapporo
Sapporo University	Sapporo
Hokkai University	Sapporo
Sapporo Commerce University	Sapporo

Honshu	
Seirei Nursing School	Hamamatsu
Kyoto University	Kyoto
Keio University	Tokyo
Nanzan University	Nagoya
Kinjo Women's College	Nagoya
Nagoya University	Nagoya
Kanagawa Eisei's College	Yokohama
Kansei Gakuin University	Kobe
Maebara Technical College	Maebara
Toyota Technical College	Toyota City
Koka Women's University	Kyoto
Osaka Jogakuin Womens College	Osaka
Osaka Prefectural University	Osaka
Shiga Women's College	Otsu
Japan Baptist School of Nursing	Kyoto
Fukuoka University School of Nursing	Fukuoka
Oberlin College	Yokohama
Tokyo University	Tokyo
Hirosaki Women's College	Hirosaki
Hirosaki University	Hirosaki
Seijo University	Tokyo
Ake-no-Hosi Junior College	Aomori
North Shore College	Atsugi
Dokkyo University	Soka
Meisei University	Tokyo
Hosei University	Tokyo
Kanto Girls' School	Tokyo
Showa Boys' School	Tokyo
Toho School of Music	Tokyo
Tokyo Institute of Polytechnics	Tokyo

Honshu (Continued)	City
Metropolitan College of Technology	Tokyo
Kanagawa Prefectural Language School	Yokohama
Azabu Veterinary College	Tokyo
Nihon University	Tokyo
Kanto Gakuin University	Yokohama
Yamanashi University	Kofu
Tsuru University	Tsuru
Iwate University	Morioka
Seirei School of Nursing	Hamamatsu
Shizuoka University	Shizuoka
Shizuoka Eiwa Junior College	Shizuoka
Yamanashi Eiwa Junior College	Kofu
Doshisha Women's College	Kyoto
Baika Women's College	Osaka
Osaka University	Osaka
Doshisha University	Kyoto
Himeji Junior College	Himeji
Hiroshima Women's College	Hiroshima
Hiroshima Women's University	Hiroshima
Okayama University of Science	Okayama
Tokuyama University	Tokuyama
Hyogo College of Medicine	Kobe
Kyoto University of Industrial Arts	Kyoto
Kyushu	
Kagoshima University	Kagoshima
Kumamoto Commerce College	Kumamoto
Kumamoto University	Kumamoto
Junshin Women's College	Nagasaki
Fukuoka Jogakuin Women's College	Fukuoka
Fukuoka Women's University	Fukuoka
Seinan Jogakuin Women's Junior College	Kitakyushu City
Kitakyushu Technical University	Tobata
Fukuoka University	Fukuoka
Orio Junior College	Orio
Kyushu Kyoritsu University	Orio
Shikoku	
University of Tokushima	Tokushima
Shikoku College	Zentsuji
Matsuyama University of Commerce	Matsuyama

(Total 77)

On-site visitation has been made to the following American institutions during 1977-80:

Institution	State
Colorado Women's College	Colorado
Leeward Community College	Hawaii
Northern Illinois University	Illinois
East Illinois State University	Illinois
University of Illinois	Illinois
Buena Vista College	Iowa
William Penn College	Iowa
Mount Mercy College	Iowa
Cornell College	Iowa
Simpson College	Iowa
Washburn University	Kansas
Fort Hays State University	Kansas
Emporia Kansas State University	Kansas
University of Kansas	Kansas
Louisiana State University	Louisiana
Northeast Louisiana State University	Louisiana
William Carey College	Mississippi
Drury College	Missouri
Missouri Baptist College	Missouri
University of Nebraska at Lincoln	Nebraska
University of Nebraska Medical School	Nebraska
University of Nebraska at Omaha	Nebraska
Kearney State College	Nebraska
University of New Mexico	New Mexico
Ramapo College of New Jersey	New Jersey
Keuka College	New York
Appalachian State University	North Carolina
Meredith College	North Carolina
North Carolina State University	North Carolina
University of North Carolina at Charlotte	North Carolina
Case Western Reserve University	Ohio
College of Wooster	Ohio
Denison University	Ohio
Dominican College	Ohio
Findlay College	Ohio
Hocking Technical College	Ohio
Mount Union College	Ohio
Sinclair Community College	Ohio
Wilmington College	Ohio
Wright State University	Ohio
Blue Mountain Community College	Oregon
Linfield College	Oregon
Pacific University	Oregon
University of Oregon	Oregon

Institution	State
Lewis & Clark College	Oregon
Cedar Crest College	Pennsylvania
Moravian College	Pennsylvania
Allentown College	Pennsylvania
Baptist College at Charleston	South Carolina
Charleston College	South Carolina
North Greenville College	South Carolina
Dakota State Colleege	South Dakota
Dakota Wesleyan College	South Dakota
Aquinas Junior College	Tennessee
Chattanooga State Community College	Tennessee
Cleveland State Community College	Tennessee
Lincoln Memorial University	Tennessee
Maryville College	Tennessee
Middle Tennessee State University	Tennessee
Shelby State Community College	Tennessee
Southwestern at Memphis	Tennessee
Tennessee Technological University	Tennessee
University of Tennessee	Tennessee
University of Tennessee Center for Health Sciences	Tennessee
Volunteer State Community College	Tennessee
Baylor University	Texas
McClennon Community College	Texas
North Texas State University	Texas
Southern Methodist University	Texas
Southwestern Unviersity	Texas
Texas A & M University	Texas
Texas Technological University	Texas
Texas Women's University	Texas
University of Texas San Antonio	Texas
Mary Baldwin College	Virginia
Old Dominion University	Virginia
Virginia Wesleyan	Virginia
Central Washington University	Washington
University of Washington	Washington
West Virginia Wesleyan	West Virginia

(Total: 79)

Total number of Japanese and American institutions visited: 156.

In the program period of 1977-80, fifty-two institutions have been linked initially through visits to American campuses by Japanese educators, short-term study programs on American campuses of Japanese students or from CUPP recommendations for institution matching.

American Institution	Japanese Institution
1. Memphis State University Memphis, Tennessee	Chuo Gakuin University Abiko
2. Linfield College McMinnville, Oregon	Kanto Gakuin University Yokohama
3. Tennessee Tech University Cookeville, Tennessee	Dohto University Monbetsu (Hokkaido)
4. Baylor University Waco, Texas	Hosei University Tokyo
5. North Greenville College Tigerville, South Carolina	Shizuoka Eiwa Women's College Shizuoka
6. Wright State University Dayton, Ohio	Okayama University of Science Okayama
7. University of Nebraska Omaha, Nebraska	Shizuoka University Shizuoka
8. University of North Carolina Charlotte, North Carolina	Yamanashi University Kofu
9. Lincoln Memorial University Harrogate, Tennessee	Kanto Girls' School Tokyo
10. University of Tennessee Center for the Health Science Memphis, Tennessee	Hirosaki University Medical School Hirosaki
11. Ramapo College of New Jersey Mahwah, New Jersey	Meisei University Tokyo
12. Mary Baldwin College Staunton, Virginia	Doshisha Women's College Kyoto
13. Missouri Baptist College St. Louis, Missouri	Seinan Women's College Kitakyushu

American Institution	Japanese Institution
14. Washburn University Topeka, Kansas	Fukuoka University Fukuoka
15. Ohio Dominican College Columbus, Ohio	Ake-no-Hoshi Women's College Aomori
16. Buena Vista College Storm Lake, Iowa	Showa Boys' School Tokyo
17. Southwestern at Memphis Memphis	Shikoku Gakuin College Zentsuji (Shikoku)
18. Mount Union College Alliance, Ohio	Baika Womens College Osaka
19. Wilmington College Wilmington, Ohio	Hiroshima Jogakuin Women's College Hiroshima
20. Hocking Technical College Nelsonville, Ohio	Tokyo Technological College Tokyo
21. William Carey College Hattiesburg, Mississippi	Japan Baptist Nursing School Kyoto
22. Findlay College Findlay, Ohio	Otaru Women's College Otaru
23. Dakota Wesleyan College Mitchell, South Dakota	Koka Women's College Kyoto
24. Dakota State College Madison, South Dakota	Tamagawa Gakuin University Tokyo
25. Kearney State College Kearney, Nebraska	Sapporo University Sapporo
26. Texas Tech University College Station, Texas	Osaka Prefectual University Sakai

Ten institutions have signed partnership agreements and have begun an exchange of undergraduate students for short-term and long-term academic programs, including programs in Japan for American students. Hosei University provides two $5,000 scholarships for their students to study at Baylor University each year, and other institutions have begun an exchange of professors, administrators, and graduate students.

The initial linking of American and Japanese institutions are preliminary, exploratory, and are not to be understood as permanent linking arrangements. The initial phase is experimental to determine if two cooperating schools are compatible as partnership institutions. Both the American institution and the Japanese institutions have the responsibility to decide whether or not to enter into a continuing relationship leading to a formal agreement for exchange. Time, distance, finances, and inter-cultural understanding are the major factors that affect development of an enduring partnership exchange between two schools.

In the process of linking two colleges, CUPP provides the following administrative services necessary for the development of partnership agreements: (1) Institutional data and information are obtained through surveys and conferences conducted on campuses in which academic interests (nursing, art, engineering, business, etc.) are explored for mutual exchange. (2) Advance visits are arranged with representatives from the Japanese or American university visiting the campus of the prospective partnership school for introductions, orientation, and evaluation of the feasibility of a linking agreement. (3) Following a decision to proceed with CUPP planning, a student group form the Japanese university may visit the American campus for study and cultural programs in the spring or summer. One purpose of the group visit is to involve undergraduate students in the initial exchange and establish a stronger liaison between the two institutions. (4) After further evaluation and exchange of information, CUPP recommends that the two universities sign an educational partnership agreement either in Japan or in America. The linking process becomes official and the active role of CUPP ceases.

The range or scope of exchange is planned in three levels: student exchange, faculty exchange, and facilitative exchange. Level I, for undergraduate and graduate student exchange, involves academic and cultural programs for (1) short-term spring or summer study, (2) one-year junior-year-abroad type exchange, and (3) extended study, primarily on the American campus. Level II, for faculty and administrators, is planned for (1) internships in academic and professional fields, (2) short-term academic study, and (3) individual or institutional research projects. Level III is a facilitative project planned for the exchange of books, journals and papers between the partnership schools. Colleges and universities in both nations will be encouraged to initiate Japanese and American study programs on their campuses.

Since 1977, over 1200 Japanese students and teachers have participated in CUPP sponsored short-term programs of educational and cultural exchange. Of these participants, 515 are registered in the 1980 CUPP summer programs involving twenty-seven institutions in both nations.

All of the Japanese visitors participate in community home-stay and cultural programs arranged by CUPP in cooperation with colleges, universities, and community volunteers. Host families were selected with genuine interest in world affairs. A belief in the American heritage of religious and political freedom, the work ethic, community service, and in standards of health, education, and morality were some of the criteria for the selection of host families for CUPP visitors. The sponsors for the homestay programs were higher education institutions, churches, service clubs, and other community organizations. The CUPP cultural programs are planned on the local

community level, and the American home experience is part of the larger CUPP concept to bring people together for international understanding and friendship.

For the 1979 and 1980 CUPP summer exchange projects, educational, cultural, or community homestay programs were conducted in the following states and cities:

ARKANSAS	Little Rock
COLORADO	Denver
IOWA	Storm Lake
KANSAS	Topeka
KENTUCKY	Campbellsville
LOUISIANA	New Orleans
MISSISSIPPI	Hattiesburg
MISSOURI	St. Louis, Farmington, Jackson, Crystal City, Sikeston, Springfield, Kansas City
NEBRASKA	Omaha, Kearney, Lincoln
NEW MEXICO	Albuquerque, Artesia, Alamogordo, Carlsbad, Santa Fe
NEW JERSEY	Mahwah
OHIO	Dayton, Columbus, Alliance
OREGON	Eugene, McMinnville, Portland, Pendleton
SOUTH CAROLINA	North Greenville
TENNESSEE	Harrogate, Chattanooga, Clarksville, Memphis, Knoxville, Martin
TEXAS	Waco, Austin, College Station, Canyon
VIRGINIA	Richmond, Staunton
WASHINGTON	Spokane, Ellensburg, Seattle

In cultural projects, Hosei University of Tokyo sent its baseball team to Texas in 1979, in which Baylor University was the tournament sponsor. Baylor University, the University of Texas, and Texas A. and M. University participated in the goodwill baseball mission, and U.S. Baseball Commissioner Bowie K. Kuhn commended Baylor and Hosei for their international project in sports, saying, "This creates a tremendous amount of good-will between our countries and the people involved."

In a major cultural project, the Osaka University Orchestra completed a three-week concert tour during August, 1979, in the Pacific Northwest. Composed of seventy-eight musicians, the orchestra performed in Oregon at McMinnville, Portland, and Pendelton; in Washington, at Spokane, Ellensburg, and Seattle. The entire project was self-financed. The Japanese students invested approximately $115,000 in travel and tour expenses, and the sponsors in the six cities provided all arrangements for the tour, including concert halls and homestays. Concert sponsors for the Northwest tour were Linfield College, Eastern Oregon Regional Arts Council, Blue Mountain Community College, Pendleton Arts Council, Kiwanis Club, Spokane Riverfront Park Association, Central Washington University, and American Baptist churches in Oregon and Washington. Linfield College, a private liberal arts college at McMinnville, Oregon, was co-sponsor with CUPP for the successful venture. Charles Walker is president of the college, which has a partnership agreement with Kanto Gakuin University, Yokohama, Japan.

The Nagoya Institute of Technology at Nagoya, Japan, was the first Japanese university to come to America under CUPP auspices in 1978. The Nagoya student orchestra gave performances in seven Tennessee cities for 12,400 people as it communicated Japanese artistry and culture in the statewide tour which included homestay programs in the communities. In another project, a Koto ensemble from Aichi Prefecture in Japan performed in small community settings in McMinnville, Oregon; Lawrence, Kansas; Kays, Kansas; and Canyon, Texas.

In another sports project, the Dohto University from Monbetsu, Japan, came to America in 1978 for a Tennessee baseball tournament sponsored by the Junior College Association of Tennessee.

In the summer of 1980, the Doshisha University symphony orchestra from Kyoto, Japan, is the third Japanese university to perform in the United States arranged by CUPP. The 70-piece student orchestra has concerts at Topeka, Kansas; Kansas City, Missouri (Lee's Summit); Kearney, Nebraska; Omaha, Nebraska; and Lincoln, Nebraska. American institutions sponsoring the Doshisha University project are Washburn University, Topeka; Kearney State College, Kearney; the University of Nebraska at Lincoln; and the University of Nebraska at Omaha.

II. Formation of the American Advisory Committee and the CUPP Committee in Japan

A milestone was reached in April, 1978, when the CUPP American Advisory Committee was formed at Washington, D.C., with the Honorable U. Alexis Johnson, former Ambassador to Japan and Senior American Diplomat, as CUPP International Honorary Chairman; and Dr. Ronald W. Roskens, president of the University of Nebraska, as chairman of the Advisory Committee. Other members of the committee include:

John R. Petry, CUPP Vice President for Program; College of Education, Memphis State University, Tennessee
George T. Potter, President, Ramapo State College of New Jersey
John D. Garwood, Dean of Instruction, Fort Hays State University, Kansas
Keith G. Briscoe, President, Buena Vista College, Iowa
Alan Seagren, Assistant Vice Chancellor for Academic Affairs, University of Nebraska
John Cavanaugh, United States Representative from Nebraska
James Sasser, United States Senator from Tennessee
Gary Andeen, Executive Director, Ohio College Association
John Henderson, President, Washburn University, Kansas
Louis J. Mulkern, Executive Director, American Securities Bank, Washington, D.C.

Frank Welch, President, Lincoln Memorial University, Tennessee
Harry G. Hoffman, Dean of Fine Arts, Kearney State College, Nebraska
Eugene Baker, Director of Public Affairs, Baylor University, Texas
Earl L. Backman, Director of Center for International Studies, University of North Carolina at Charlotte
Wayne Brown, Executive Director, Tennessee Higher Education Commission
Virginia Lester, President, Mary Baldwin College, Virginia
Jackson Bailey, Professor, Earlham College, Indiana
Edward G. Miller, Captain (Retired), U.S. Navy, Virginia
Nicholas B. Bravos, U.S. Representative, Nagoya International Hotel Enterprises; CUPP Vice President for Financial Affairs

The American Committee functions as an advisory group to the CUPP Directors and staff in program planning, communication, financial support and international liaison with the Japan Committee.

The CUPP Committee in Japan was organized February 23, 1980, at a meeting held in the International House, the CUPP Administrative Agent in Japan. Dr. Mikio Kato, Program Director of the International House, was selected as Secretary-General by the committee. The committee members include: Eisaku Kiso, President of Otaru Junior College; Yoshio Morishita, physician at the Rosai Hospital, Hamamatsu; Takao Shikuma, physician at Kofu, Japan, and President of the Yamanashi Prefecture Exchange Association; David Takahara, Principal of the Tokyo Kanto Girls School and Executive Director of the Council for International Education; Masaaki Honda, physician and Executive Director of the Japan Early Development Association; Hakaru Itami, Professor of Insurance at Dokkyo University and Executive Director of the American Studies Foundation; Akira Ishida, Dean of Doshisha Women's College at Kyoto; Tsutomu Kake, President of Okayama University of Science, Okayama; and James Stewart, Asia Foundation Representative in Japan and CUPP Japan consultant.

Commenting on the CUPP Japan Committee, Dr. Kato stated, "The CUPP idea of broadening educational and cultural exchange in the United States and Japan, beyond the conventional pattern to people-to-people exchange at the grassroots level, is sound and subscribed by the committee."

III. Implementation of Japan-U.S. Conferences as Vehicles for Program Development

The first CUPP conference for Japan-U.S. educational exchange was held at Memphis State University, July 29-31, 1979 with 69 Japanese and American educators representing 49 colleges and universities.

The 1979 conference leaders included:

1. Dr. Mikio Kato, Program Director, International House of Japan, Tokyo
2. Dr. Yasuo Masai, Professor of Geography and Director of School Area Studies, Tsukuba University, Ibaraki Prefecture, Japan
3. Dr. Tosao Kanamaru, Vice President for Student Affairs, Hosei University, Tokyo
4. Dr. Hitoshi Ishii, Associate Professor of Engineering, Shizuoka University, Shizuoka, Japan
5. The Honorable U. Alexis Johnson, Senior Diplomat and Adjunct Professor of International Affairs, George Washington University, Washington, D.C., CUPP International Honorary Chairman
6. Mr. Francis B. Tenny, Executive Director, Japan-U.S. Friendship Commission, Washington, D.C.
7. Dr. Jackson Bailey, Professor of History, Earlham College, Richmond, Virginia
8. Dr. John Henderson, President, Washburn University of Topeka, Kansas
9. Dr. Billy M. Jones, President, Memphis State University, Memphis, Tennessee
10. Mr. Gary Andeen, Executive Director, Ohio College Association, Columbus, Ohio
11. Dr. John R. Petry, Assistant Professor of Education, Memphis State University, Memphis, Tennessee
12. Dr. Alan Seagren, Assistant Vice Chancellor for Academic Affairs, University of Nebraska, Lincoln, Nebraska
13. Dr. T. Albert Farmer, Chancellor, The University of Tennessee Center for the Health Sciences, Memphis, Tennessee
14. Mr. Jack Thornton, University Host, Baylor University, Waco, Texas
15. Mr. Carl M. Halvarson, President and Chairman of the Board, CUPP, Inc.

The meeting was to provide Japanese and American representatives of higher educational institutions a forum for the discussion of international educational exchange programs involving the institutions the participants represent. The conference involved colleges and universities considering linkages for the exchange students, faculty and administrators, and information and materials. CUPP acted as liaison between the two national groups, having surveyed the nations for an indication of interest in this type of activity and enlisted institutional participation through on-campus contact with officials designated to make decisions regarding participation in the program.

The conference was designed to meet the needs of institutions seeking to sign agreements of exchange with similar institutions in another nation. These schools are generally lacking the international programs, being either without funds, personnel, or expertise to achieve international emphasis. Attendance at the meeting acquainted interested institutions with prospective partner schools through the exploration of exchange possibilities. Japanese participants visited American campuses after the meeting to consider them as locations for exchange programs.

The conference also provided a means of discussing problems and solutions related to Japan-United States educational exchange and organization for partnership programs. This concentrated effort enables personnel to avoid pitfalls when establishing desired programs and will thereby reduce expenditures of time and effort in establishing them.

The conference provided a philosophical and historical basis for international involvement for the purpose of establishing a body of knowledge and research about the effectiveness of already

established programs. This is necessary if credibility is to be established with governing bodies, faculty members, and students. Knowledge of existing practices will enhance the chance that exchange programs will be created and sustained over the life of a formalized agreement.

In addition to the number of registered participants (69 educators from 49 colleges and universities), a major achievement of the conference was the on-site visitation at American campuses by Japanese educators following the conference. The Memphis conference was a staging area for the pairing of personnel from Japanese and American schools to plan their 1980 partnership programs for twenty Japanese undergraduate student groups coming to America for a one-month academic and cultural visit.

The Japan-U.S. Friendship Commission was represented at the conference by Executive Director Francis Tenny, who summarized his impressions:

> "I enjoyed the Memphis conference and was impressed again by the eagerness of many American and Japanese educators for their schools to participate in various types of student exchanges. The presence of representatives from so many undergraduate colleges covering such a wide geographic area in both countries was most encouraging. The participating of many more new schools in the exchange of students and teachers will add a whole new dimension to Japanese-American understanding. The meeting confirmed the importance of programs that are independently operated by direct affiliation of Japanese and American colleges that can provide each other with reciprocal facilities, hospitality, and instruction for each other's students. I think the conference demonstrated an enormous potential for growth of this kind of direct, self-financed, and independent school-to-school relationship."

Dr. Jackson Bailey, Professor of History at Earlham College, addressing the conference on "Problems and Solutions Related to Japan-U.S. Educational Exchange", declared that "we must break out to the present pattern of limiting our exchange programs with Japan to a few specialists in large universities and develop undergraduate general educational programs of exchange." He challenged CUPP to develop genuine cross-cultural experiences with the intrinsic objective of broadening life at the undergraduate level and urged CUPP participants to "plan programs of mutual interest and benefit students in both nations based on sound educational objectives and institutional commitment to international education."

The 1980 CUPP conference for Japanese and American students convened with the theme of "Building Intercultural Understanding Through Grass-Roots Involvement." The four day meeting from July 27-30, 1980, was held at Southwestern at Memphis College. Film presentations, panel discussions, major addresses, and workshops helped achieve dialogue and inter-cultural understanding for the Japanese and American participants. Orientation sessions were conducted for planning 1981 partnership programs in the United States for Japanese student groups, and plans were formulated for the sending to Japan in 1981 American educators and student groups.

Program leaders included: Yoshiteru Iida, Japanese Consulate General of New Orleans; Masaaki Honda, Executive Director of the Japan Early Development Association; Ronald Roskens, President of the University of Nebraska and Chairman of the CUPP Advisory Committee; David W. Plath, Professor of Anthropology and Asian Studies, University of Illionis; Jackson Bailey; Professor of History, Earlham College; Hakaru Itami, Executive Director of

the American Studies Foundation of Japan; Gary Schwendiman, Dean of the College of Business, University of Nebraska at Lincoln; John D. Skillman, Executive Vice President of the Council for International Educational Exchange, New York; Tetsuo Inaba, President of Osaka Prefectural University; Dennis Butt, Manager, Kawasaki Motors Corporation, U.S.A., Lincoln, Nebraska; Seiji Miyano, Vice President, Fukuoka University, Fukuoka, Japan, and G. Wayne Brown, Executive Director, Tennessee Higher Education Commission.

IV. Initiation of Planning for Future Exchange in Business Education and Administration

Believing that business exchange has not been developed at this level, CUPP plans to bring into the mainstream of Japan-U.S. business cooperation a group of professors from institutions that represent masses of people untouched by international exchange. Such colleges exist in the hinterlands where national opinion is formed and where the impact of new exchange programs in business is predicted to be very great.

Corporate white papers dealing with international business consistently report the absence of cultural understanding on the part of personnel from nations participating in reciprocal commerce. This condition exists especially in American-Japanese relationships. With the interrelationships growing exponentialy, it is vital to successful completion of business ventures that persons of each nation show an appreciation and an understanding of each other's economic and business practices. If this condition exists generally, it exists in greater magnitude among professors in institutions whose curricula have not included international business courses in its offerings.

There is a lack of adequate orientation and training in the culture, society, and language of each nation in these relationships, and, consequently, there is a compelling need for resolution of this condition. Colleges and universities and graduate schools of business, have fallen short in their attempts to develop programs combining a mastery of international studies with economics, business, and management practices. Each businessperson needs to have a thorough understanding of the nation he visits, which can be achieved through combining training in basic disciplines with economics and business, international business, and multinational financial operations. There are few, if any, programs that produce this type of graduate; hence, few, if any, professors are acquainted formally with this realization of need.

With previous grant support from the Japan-U.S. Friendship Commission, CUPP has conducted bi-national research and planning to promote the linking of private and public colleges in smaller communities. Higher education surveys completed in both nations identified 350 colleges and universities for educational and cultural exchange. In response to the survey questionnaire, 60 American colleges indicated a desire to participate in business exchange, and an equal number of Japanese schools responded for exchange both in business and economics.

To implement international business exchange, a CUPP Business Education Conference will be held March 15-19, 1981 at the University of Nebraska Lincoln. Sixty professors from smaller or developing institutions (30 from each nation) will be invited to the conference.

Following planning consultations by CUPP personnel with professors of economics and management in leading universities, the following purposes of the conference are proposed:

1. Provide intercultural orientation for the participants and a comparative study of the business education philosophies of each nation. Books of readings about each nation will be provided participants in preparation for the conference. Further, short workshops for each group will be held to aid groups to understand each other's society.

2. Introduce the Japan Society's business education "modules" using lecture, discussion, and simulation methodologies. The modules will be an introduction, not only to Japan but also an introduction of materials about Japan into college courses. Business-educators will interpret the modules for Japanese participants. At least one additional module is planned for the introduction of the U.S. business scene into Japanese classrooms. The completion of the business education teaching modules by the Japan Society of New York coincides with the completion of bi-national research by CUPP to link 80-100 Japanese and American schools in hinterland regions for business cooperation and exchange.

3. Plan future business exchange through bi-national partnership affiliations. Participants will represent institutions that plan to establish exchange programs in 1982. Japanese representatives will travel to potential sister institutions following the conference to begin negotiations for educational exchange. Thus, the conference will be the initiation of long-range programs. Problems addressed at the

conference do not have short-range solutions because of their complexity, but probabilities for their solution increase with more persons bringing opinions to bear on the problem-solving process; i.e., workable application to difficult situations can be achieved in many types of environments.

Dr. Alan Seagren, Assistant Vice Chancellor for Academic Affairs at the University of Nebraska and a member of the CUPP Advisory Committee, commented on the accomplishments of CUPP since 1977 by saying, "Much progress has been made concerning exchange between Japan and the United States. There is much to be done and many problems to be resolved, but the future appears to hold great promise."

The Honorable U. Alexis Johnson, former Ambassador to Japan and the CUPP International Honorary Chairman, has declared, "University exchange programs with Japan have touched only a tiny fraction of the peoples in our nations and have been confined to large, specialized schools." Expressing his concern that CUPP go into the hinterland of each nation with educational and cultural programs, he said, "I have hope that out of the seeds we are now planting, a great CUPP tree will grow."

One of the Japanese participants, a college president in Aomori, Japan, expressed here gratitude for the "hinterland philosophy" of CUPP when she wrote:

> "We are very grateful to be among the first grassroots institutions' to have a chance to participate in this program, and we hope that our small junior college will be able to contribute actively to better understanding between nations through our one-to-one relationship."

The CUPP tree has been planted at this small college in North Japan, symbolizing the basic concept of CUPP to widen the scope of undergraduate exchange and carry out the purpose of the Japan-United States Friendship Act, namely"

> "to aid education and culture at the highest level in order to enhance reciprocal people-to-people understanding and to support the close friendship and mutuality of interests between the United States and Japan."

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